

DIARY NOTES

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DD/S

4 June 1956

1. At the Deputies' Meeting this morning Mr. Dulles expressed his preference for having all papers which he had to read double-spaced. He wanted us to think this over and designated me to work with Mr. Kirkpatrick in getting out some kind of a Notice. He also mentioned this at the Senior Staff Meeting.

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4. Harry Reynolds reports that he has made an arrangement with Shef Edwards to speed up clearance time on clericals and thereby cut our losses during processing substantially.

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6. Conferred with Messrs. [REDACTED] of the Inspector General's Staff; they have just completed their surveys of the immediate Office of the Deputy Director (Support), the Office of the General Counsel, and the Management Staff. They said that they were departing from their normal procedure in this instance to discuss with me some of their thinking before writing their report. I could only gather the desired impression that it was their opinion that the Support organization was not particularly well run.

They led into this by saying that they felt the Director had imposed too heavy a burden upon me by expecting me to administer the Support organization and, at the same time, carry the very substantial load brought about by the new building, and that they proposed to suggest to him that he relieve me of some of these burdens.

They then led into the possibility of splitting up the Support organization and creating a fourth deputy director. I told them that I couldn't care less personally but that I was convinced that a fourth deputy director was not the answer to our problem. I said that if we were not doing a good job then perhaps we were not properly staffed or there was something wrong with our procedures, but that I could not see a fourth deputy director. This is the old bugaboo of a military staff idea, G-1 being made up of Personnel, Training, Security, and Medical; G-2, the DD/I complex; G-3, the DD/P complex; and G-4, Logistics and Finance. I emphasized to them that I did not want my feelings to influence their report, but I doubt that they will make this recommendation since the session obviously was designed to find out how I was going to react.

Other more specific things were that they felt there could be a stronger DD/S policy position taken in many instances. To me, they seemed to fail to understand the unusual relationship of the various DD/S office heads to me and the Director. As an example of their recommendation, they said that they thought the Director of Training should run the Office of Training, but that I should have someone on my staff making training policy. This thought seemed to carry through to the other specialized components. I made it clear to them that my experience would lead me to believe that this would be totally unworkable and an unnecessary layer.

They felt that a lot of senior people in the SSA-DD/S setup were engaged in much lower-graded duties and that this Staff could be made smaller and possibly be eliminated. This is not too inconsistent with my own observations.

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With regard to the Project Administrative Planning Staff, they are in complete agreement that the steps which we are now taking are in the right direction. They believe that certain things, such as the Regulations Control Unit, [REDACTED] etc., should be transferred back to the Office of the Deputy Director (Plans). With this I concur. They also feel that the Deputy Director (Plans) should have an Administrative Officer of some type working with [REDACTED] but are in agreement with me that his duties should not include functions such as budget, personnel, logistics, etc. They are strongly opposed to [REDACTED] suggestion that a fifth senior staff be created in the clandestine services, a point of view with which, of course, I concur.

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They feel that the General Counsel is not aggressive enough and is not working on the broader problems; in fact, that he has tended to become a General Counsel to the Deputy Director (Support) rather than to the Agency. Here again I am afraid that they are theorizing and are suffering from the lack

of extensive experience and knowledge which Larry Houston has had in this field. I think they believe that the General Counsel should report to the Director which, of course, would be all right with me.

25X1A9a Management, they feel, is very apathetic. They do not think that [REDACTED] is the right man for this job and point out, probably with good justification, that none of his people---with the exception of two---have had Agency experience elsewhere and do not understand our problems, etc. They think that the Regulations Control business is in a pretty sad state of affairs and I am sure they will recommend that this Staff be removed from the jurisdiction of Management and placed directly under the Deputy Director (Support). They do feel that the Records Management people are doing a good job but will recommend that the Records Management people at the [REDACTED]

25X1A6a [REDACTED] be removed from the T/O there and placed on the T/O of the Records Management Unit here.

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There is also no doubt that they feel that our personnel program is still sadly lacking and that this most important field is the one in which we find ourselves farthest behind. With this I have to agree.

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I must admit that I am well impressed with the over-all seriousness and competence of both Messrs. [REDACTED]. It is unfortunate, however, that neither of them has had any practical experience in the Support organization. I am personally convinced that one cannot appreciate the problems involved in this business in this Agency without considerable personal experience with it and particularly in its relationship to the Office of the Deputy Director (Plans).